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Warrior Analysts: Best Practices for Developing Lessons Learned

**MAJ Rich Spainhour
*TRAC Monterey***

**MAJ Steven J Henderson
*United States Military Academy***

**Dr Catherine M. Banks
*Virginia Modeling, Analysis and Simulation Center***

**BG (R) Michael L. McGinnis
*Virginia Modeling, Analysis and Simulation Center***

MORS WORKSHOP
“Warrior Analysts: How Can We Be Better Combat Multipliers?”
29 January- 1 February 2007

Working Group Members

Allin, Lt Col Michael W.	HQ USAF/A9LC
Banks, Dr Catherine M (co-chair)	VMASC
Dininger, Mr Stephen M.	Lockheed Martin Missiles & Fire Control
Fuhrmann, Lt Col Tom	HQ AF/ A9L
Henderson, MAJ Steven J (co-chair)	United States Military Academy
Mains, COL Steven J (co-chair)	Center for Army Lessons Learned
McGinnis, Dr Michael L. (chair)	Virginia Modeling, Analysis and Simulation Center
Soper, Ms Diane Elisabeth	Defence Science & Technology Laboratory (UK)
Spainhour, MAJ Rich (co-chair)	TRAC
Visco, Eugene	Visco Consulting

Problem Statement

Generate recommendations to improve processes for:

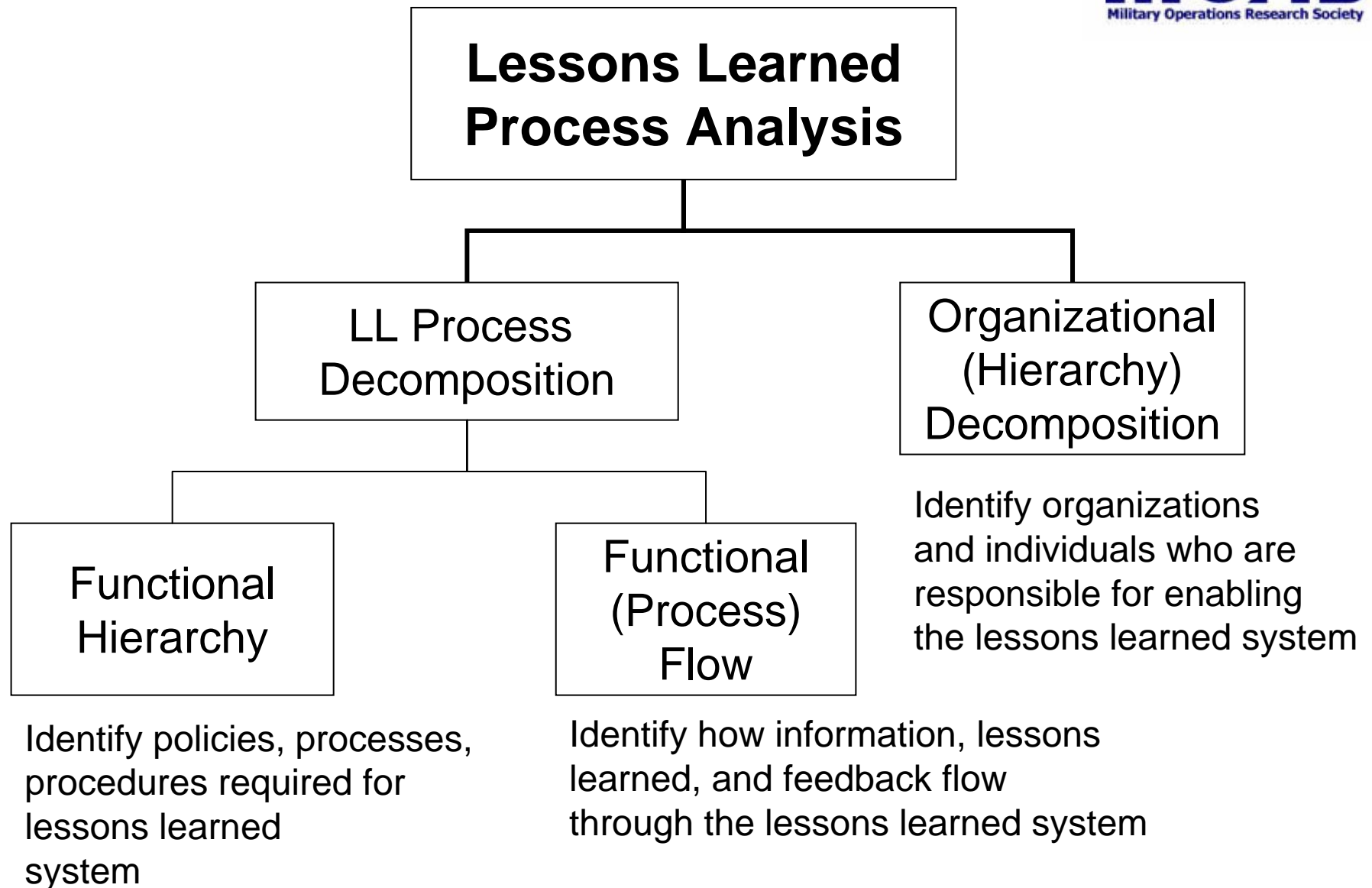
- (1) identifying lessons learned
- (2) integrating lessons learned into tactics, techniques, procedures and doctrine governing military operations
- (3) how lessons learned are communicated and disseminated.

Focus Areas

- Data collection
 - institutional level
 - real-time, current operations
- Transforming data into usable information
- Disseminating and assessing lessons learned -
incorporating LLs into tactics, techniques, and
procedures (TTPs)
- Communicating lessons learned to commanders and
decision makers

Analytical Approach

- Benchmark where we are today (background presentations):
 - CALL
 - MNF-I ORSA
 - RAF Defence Science & Technology Laboratory
 - USAF A/A9L, PACOM AC
- Lessons Learned (LL) Process Analysis:
 - Defining localized LL Process for the Warrior Analyst
 - LL Process Decomposition:
 - Identify policies, processes, and procedures
 - Examine lessons learned drivers present in ongoing operations
 - LL Functional Flow
 - Identify how information, lessons learned, and feedback flow through a lessons learned system



Affinity Diagramming

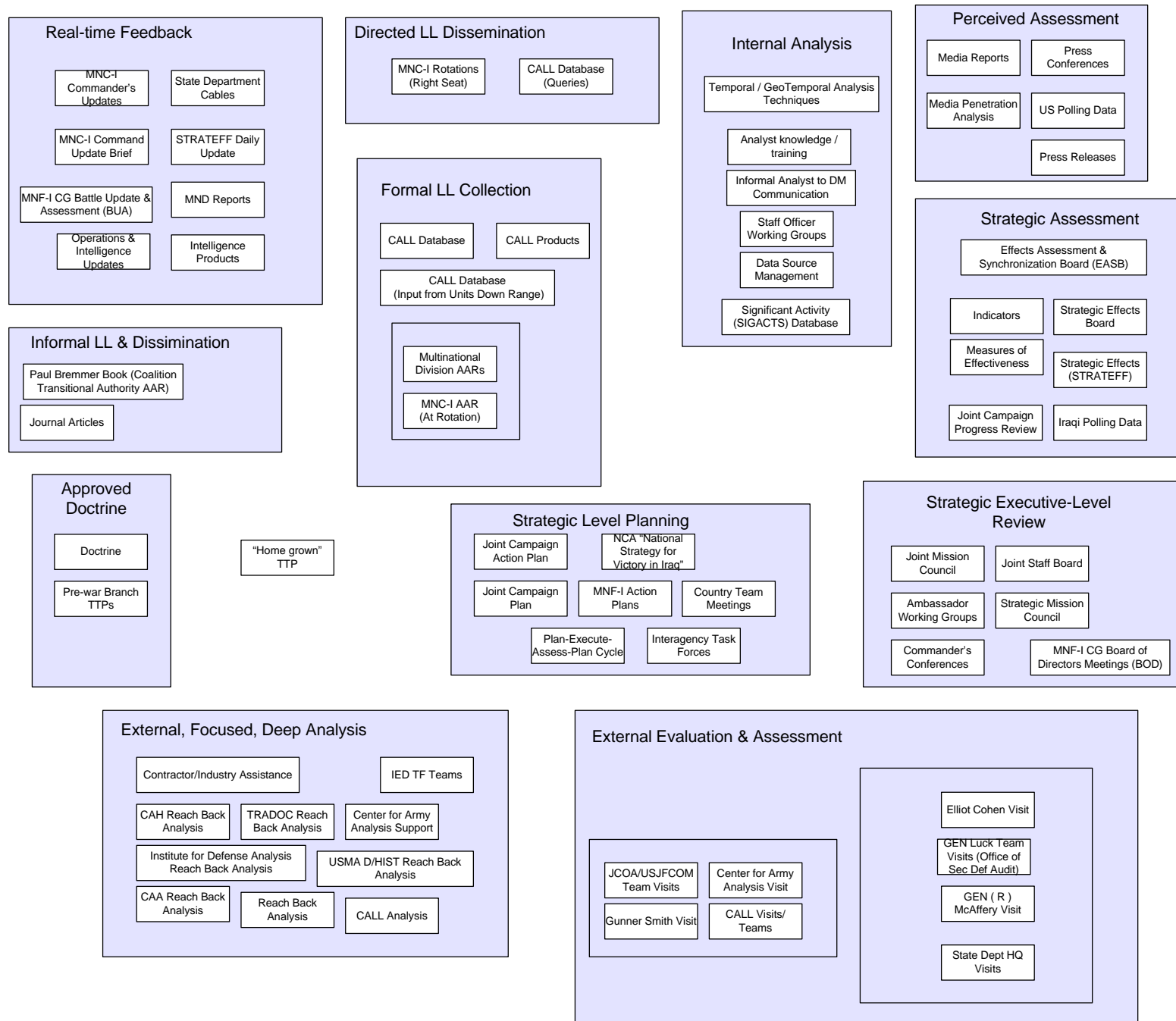
An **Affinity Diagram** is a tool that gathers large amounts of language data (ideas, opinions, issues) and organizes them into **groupings based on their natural relationships**.

Affinity process is often used to group ideas generated by brainstorming.

Method:

1. State the issue to be examined in broad terms, such as an open ended question or statement.
2. Generate and record ideas. Collect them on a 2D space, in no particular order, and where everyone can see them.
3. Arrange the ideas in related or similar-sounding groupings – follow intuition and avoid urge to quickly fit into currently existing groups.
4. Choose a word or phrase that captures the intent of each group and label the group with a category name or title.

What are the issues and drivers for lessons learned in Iraq?



Analysis Process

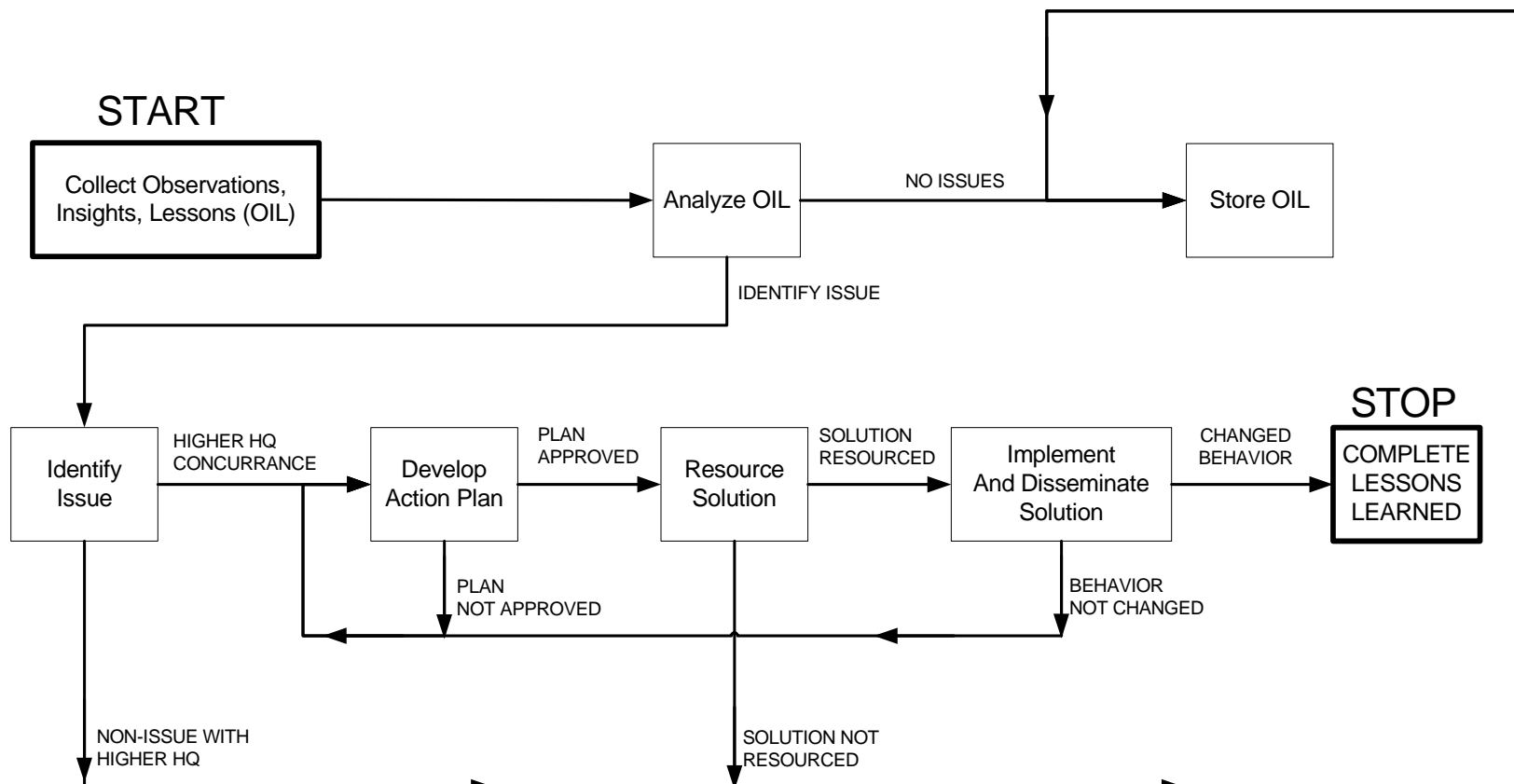
Enabled through the use of GroupSystems

- Generated 180 observations on lessons learned process and procedures
- Observation Groupings:
 - initially generated 12 categories
 - reduced to 6 categories and 29 sub-categories
- Benefits of using GroupSystems:
 - involved the entire group
 - anonymous inputs by working group members
 - rapid filtering and synthesis of observations
 - rapid generation of ideas and observations

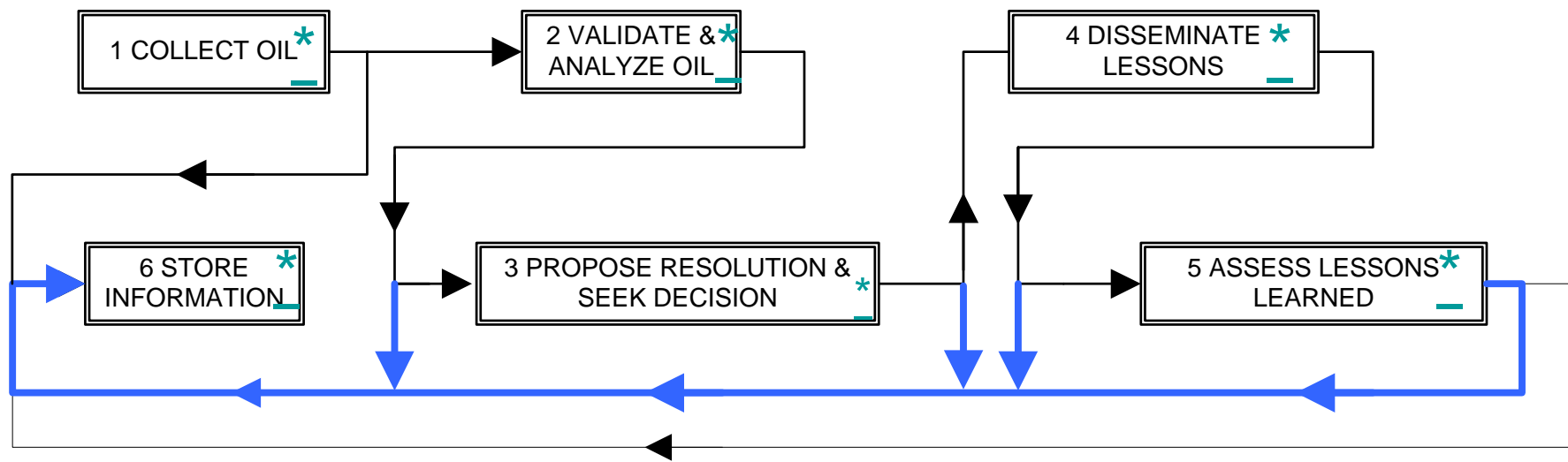
Bottom Line: the GroupSystems technology short-circuited unproductive group dynamics and supported real-time analytical collaboration.

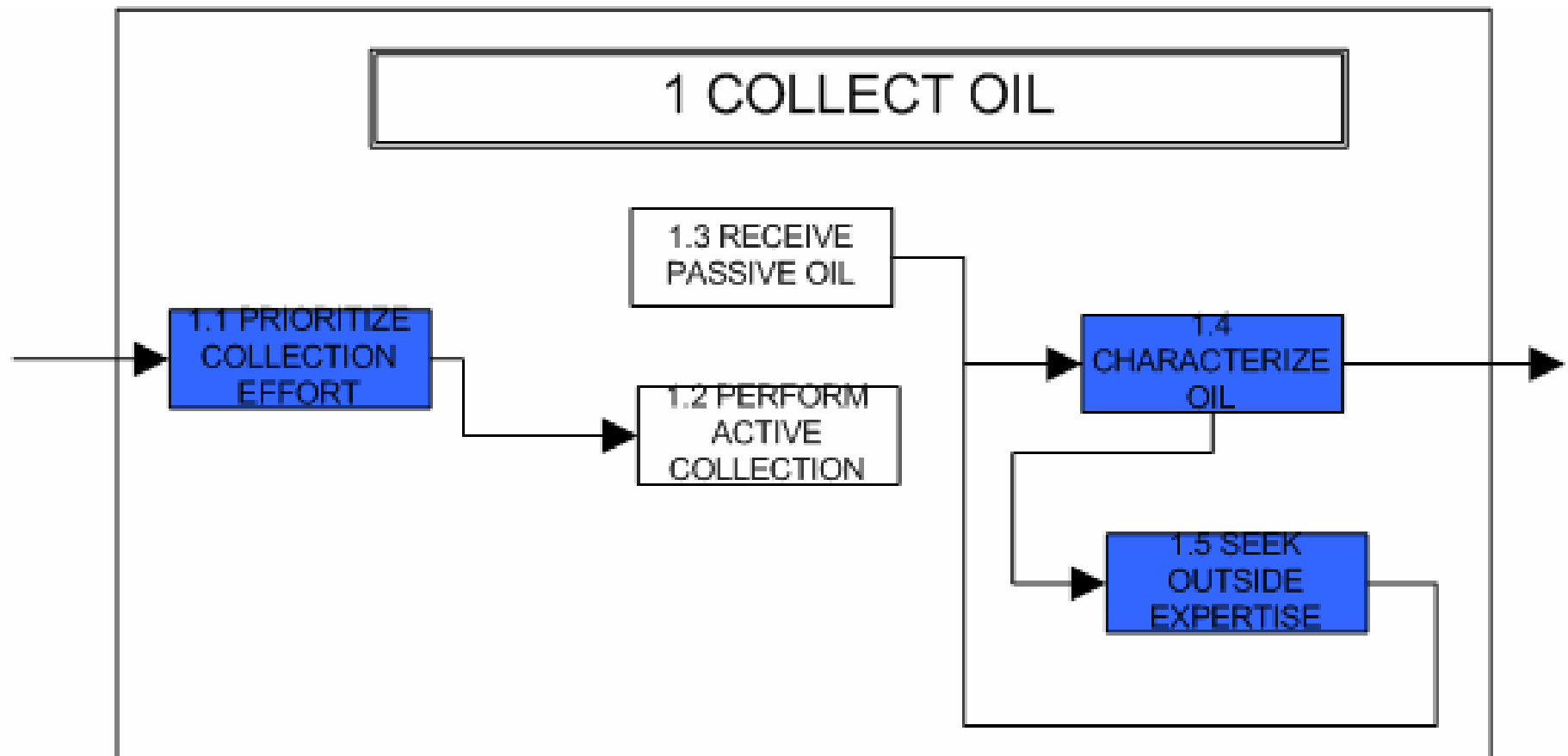
Lessons Learned Functional (Process) Flow Diagram

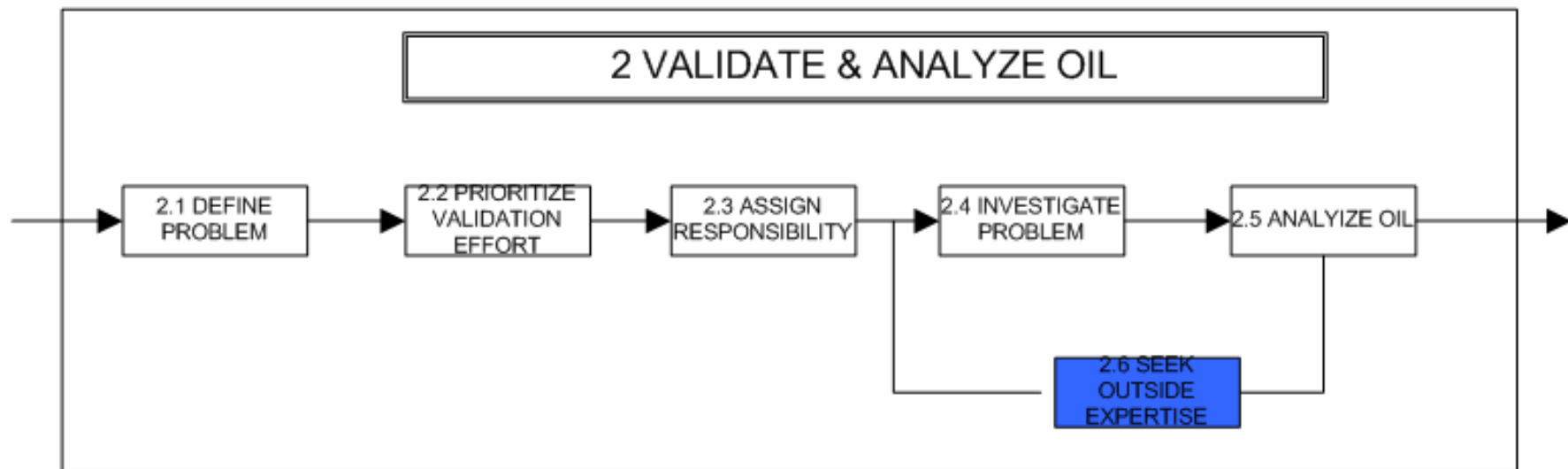
United States Army Deliberate Lessons Learned Process (Army Regulation 11-33, Fig 4.1)



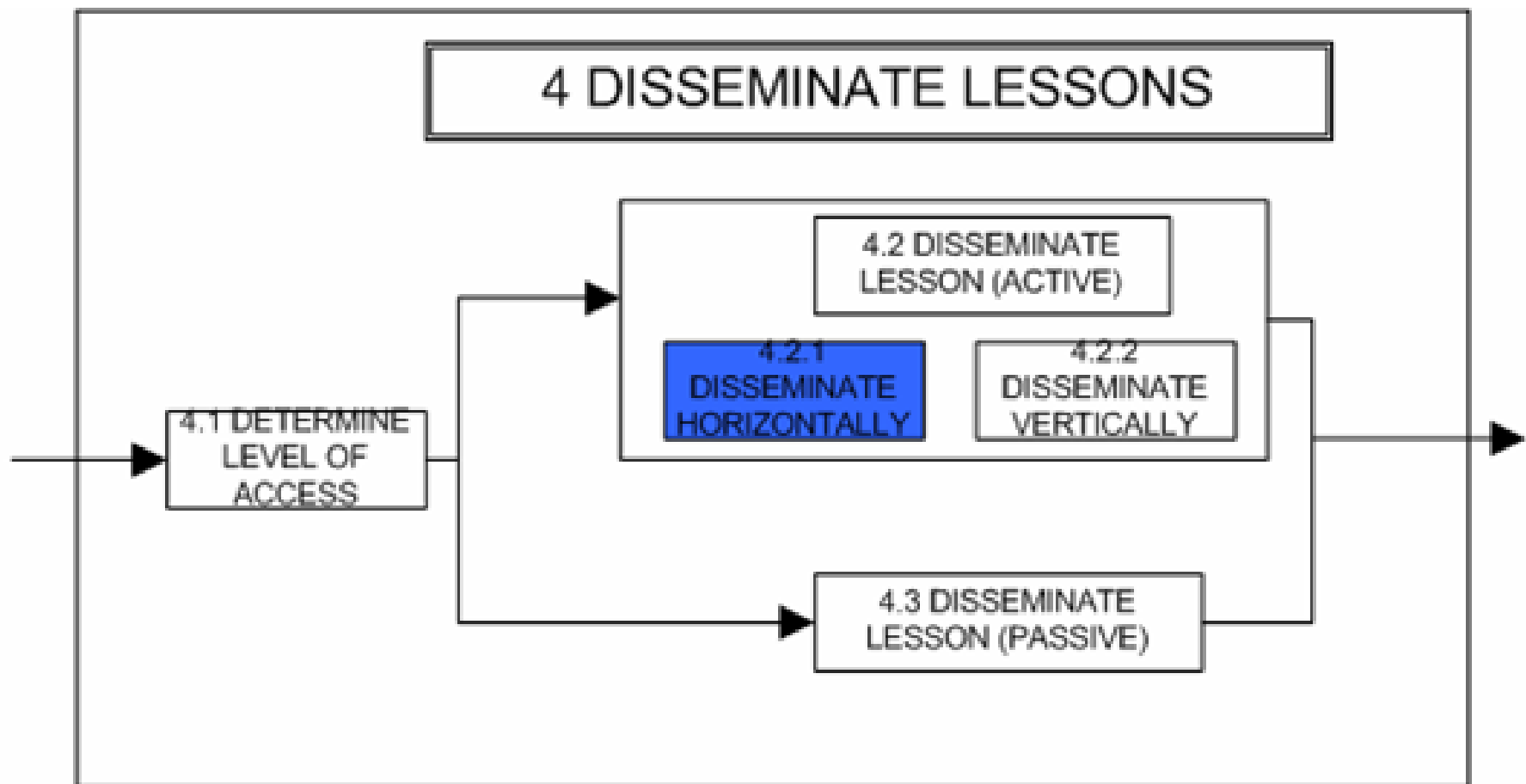
WG4 RECOMMENDATION: PROPOSED LESSONS LEARNED PROCESS FOR THE WARRIOR ANALYST

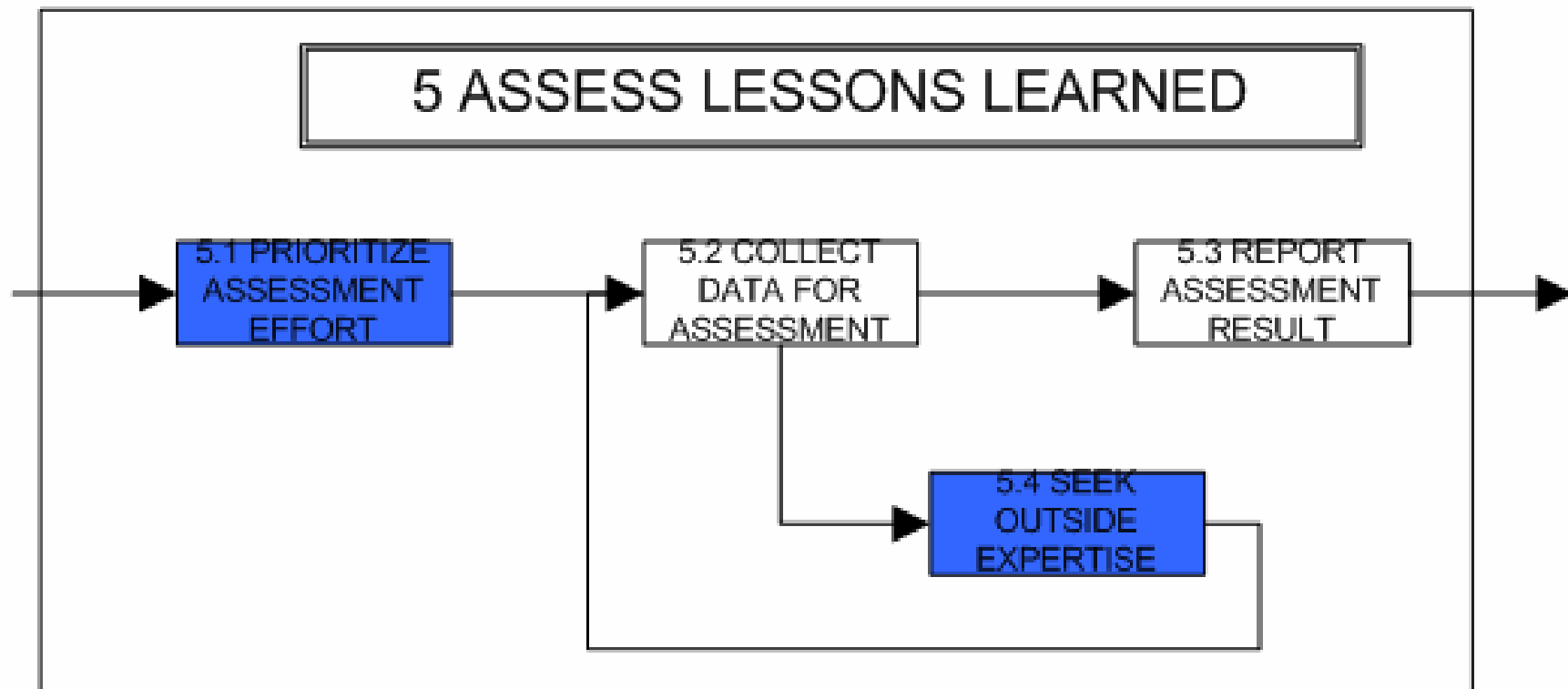


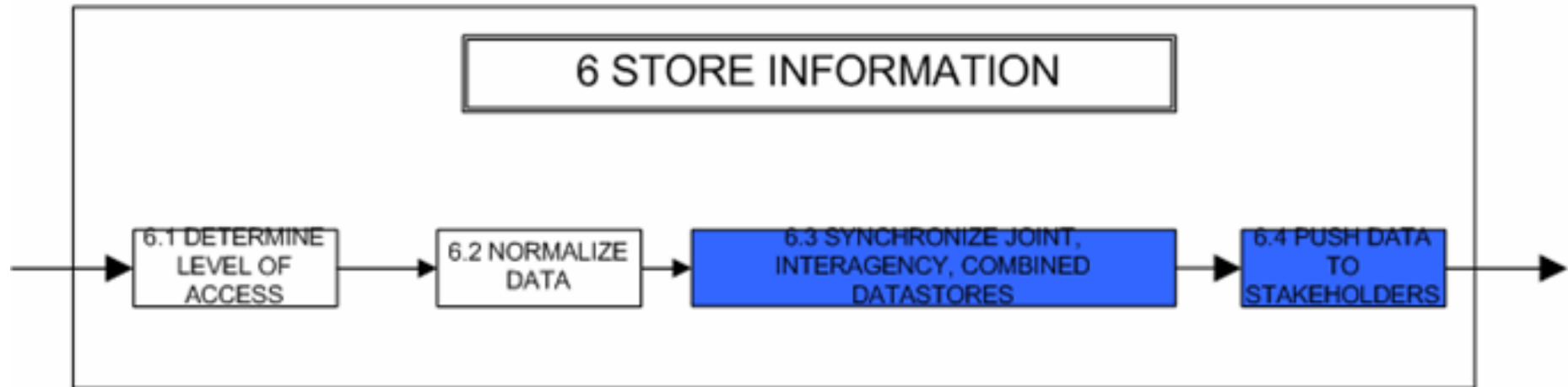












Insights

- Current Culture does not lend itself to sharing faults, which is a hindrance to the Lessons Learned process.
- Some lessons are given a higher classification than is necessary, hindering dissemination of Lessons Learned.
- Historians are under-used in the Lessons Learned process.

Summary of Findings

- Duplication exists in the efforts by Lessons Learned, Historians and OAs. Opportunities exist for synergy and efficiencies in a combined effort.
- Dissemination of Lessons Learned is not always timely and effective.
- Limited opportunities exist to exchange Lessons Learned process ideas among services, agencies, and Allies.
- There is no mechanism to exchange Lessons Learned between services, agencies, and Allies.
- There is a need for OA and Lessons Learned at lower command levels (Brigade and Air Wing).

Finding: Redundant Efforts

Duplication exists in the efforts of Lessons Learned Personnel, Historians and Warrior Analysts. Opportunities exist for synergy and efficiencies in a combined effort.

Recommendation:

Coordinate the efforts of Lessons Learned Personnel, Historians, and Warrior Analysts to improve the lessons learned process.

Finding: Ineffective Dissemination

Dissemination of Lessons Learned is not always timely and effective.

Recommendation:

Look at Aviation Safety and other successful dissemination models with a view of adopting procedures.

Finding: LL Process Development

Limited opportunities exist to exchange ideas on the Lessons Learned process among services, agencies, and Allies.

Recommendation:

Advance Lessons Learned cooperation among services, agencies, and Allies:

- Hold regular conferences, workshops
- Develop Joint Lessons Learned repository/search tool by JCS

Finding: LL Dissemination

There is no mechanism to exchange Lessons Learned among services, agencies, and Allies.

Recommendation:

The Joint Staff develop a Lessons Learned portal/repository/search tool to include US Government Agencies and Allies, where possible.

Finding: LL Organization

There is a need for Warrior Analysts and Lessons Learned Personnel at lower command levels (Brigade and Air Wing).

Recommendation:

Add Warrior Analysts and Lessons Learned personnel to Brigade and Air Wing staffs.

At all echelons below Brigade/Wing, assign lessons learned requirements as an additional duty with direct access to the Commander.

Questions?

Insights

Combine Analysis and Lessons Learned Efforts

Dissemination of Lessons Learned is Broken

- Primarily a passive, voluntary system
- New Army effort uses 150 nodes
- Little to no assessment of lesson efficacy

Need write once, read everywhere data repositories that span
joint, combined, interagency spectrum

Security Classification must be pragmatic

Recommendations

Examine how Safety/Aviation communities disseminate “lessons”:

- Can’t wait for institutionalized changes
- Formalized, directed “flash traffic” in the interim

Organize Recurring Lessons Learned Conference/Society

Merge Operational Analysis (OA) and Lessons Learned (LL) efforts:

- Add OA/LL positions to BCT, SQD levels
- Resource OA positions at existing levels to handle LL efforts

Create a Joint, Combined, Interagency LL Intelligent Search Tool:

- Employ OLAP middleware solution, not another datastore

Employ cutting-edge IT solutions from industry:

- Intelligent, content aware applications that push individualized LL
 - Search engines are not enough
-